

DEPARTMENT OF THE ARMY
Corps of Engineers, Northwestern Division
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CENWD-CM-B
Regulation
No. 5-1-2

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Management
CAPABLE WORKFORCE

History. This is a new Northwestern Division regulation.

Summary. This regulation establishes a requirement for all elements of the Division to conduct an annual Capable Workforce (CWF) analysis to guide planning for personnel budgeting, recruiting and training.

1. PURPOSE. This regulation establishes uniform procedures for determining personnel requirements and initiating actions to establish and maintain a capable workforce.
2. APPLICABILITY. This regulation is applicable to all elements of the Northwestern Division (NWD).
3. RELATED REFERENCES.
 - a. USACE Campaign Plan 2001
 - b. NWD Campaign Plan FY 2002-2006
4. RESPONSIBILITIES. Commanders and Division Staff Principals will ensure that all elements conduct an annual analysis of future workload, workforce and workplace environment. The analysis will be performed at least once a year in the spring parallel to the development of the Operating Budget. A framework for guiding that analysis is attached as Appendix A. The workforce matrix is to be used to facilitate a common, systematic level of analysis. Its intent is to enable information sharing within NWD to leverage best use of our capabilities and our resources in implementing actions relative to sustaining a capable workforce. Additional guidance for implementing the framework is provided in Appendix B.


The results of the annual analysis will provide input to formulating the Operating Budget for the upcoming Fiscal Year and to planning for collective and individual training, including preparation of Individual Development Plans. Such planning applies to Districts in a growth mode, as well as those whose workload is level or on a downward trend. Summary results of the annual analysis will be briefed and submitted along with Operating Budgets and shared in

Regional Business Center forums. Regional issues identified will be provided to the Division Office for action; issues requiring higher-level action will be forwarded through NWD to Headquarters.

Lessons learned will be applied annually to the continuous improvement of the framework tool.

5. PROPONENCY. Each District Commander will designate a CWF point-of-contact. The Business Management Office will be the proponent at the Division headquarters.

6. RECORDS. Organizational elements will retain results of CWF analyses along with budget formulation information.



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Appendices

A - Capable Workforce Framework

B - Implementing Guidance

Capable Workforce Matrix

[illegible]

[illegible]

Capable Workforce (CWF) Implementing Guidance

1. **Situation.** There is significant concern throughout the Corps of Engineers about the loss of our technical capability. Contributing factors include the aging workforce, reduced workload, changes in the nature of the workforce, adjustments in USACE mission assignments, and changes in the way projects are delivered. It is imperative to look to our future and take actions now to ensure we sustain our most important asset – our people and the capability they bring to solving the Army and the Nation’s challenges.
2. **Purpose.** This paper provides guidance for implementing the Capable Workforce (CWF) framework within NWD. It establishes parameters for consistency across NWD while at the same time provides for the flexibility to tailor implementation to meet each district’s needs. The CWF framework is used to accomplish annual workforce planning. It reinforces a systems approach to implementing appropriate actions both immediate and long-term to ensure NWD sustains a capable workforce for our future.
 - **Guidance.** In the spring, integrated with development of the Operating budget, Northwestern Division will annually examine our future workload, our workforce, and our workplace environment with a focus on taking action to strategically shape our workforce and our culture to meet our future needs. The NWD-developed CWF framework, including the workforce matrix, will be used as a guide for accomplishing the workforce planning for all organizational elements, evaluating workforce, workload and workplace environment. In using the matrix, Districts have the flexibility to tailor it, using the columns that best apply to their specific situations; and adding additional columns as they deem appropriate. Users are encouraged to attach any additional back-up information in their format of choice. The matrix is intended to serve as an aid for tracking the capable workforce process and for use in stimulating dialogue among the various organizational elements starting from a common frame of reference.
 - Results of the CWF analysis will be incorporated into the annual operating budget, staffing planning, and training and development planning, including Individual Development Plans, and as applicable into strategic planning.
 - The view of the analysis will be both within districts as well as across district boundaries as we work to leverage our resources consistent with the Regional Business Center.
 - Annually, results will be shared Division-wide to facilitate leveraging of capabilities and resources for implementing actions to sustain a capable workforce. Lessons learned will be applied to the continuous improvement of the framework/matrix tool.

- Each District will establish a Capable Workforce point of contact to facilitate communication, sharing, and action planning and deployment. The Division proponent will be within the Business Management Office.

Based on experience to date, the following additional actions are recommended in performing the CWF analysis:

- Assembling a cross-functional management team within each District to champion the implementation of the CWF.
- Developing communication plans to share results within each District and the Division and to facilitate the use of the framework results.
- Integration of the Mission Essential Task List (METL) analysis into the capable workforce analysis.